

Transit Services

MISSION STATEMENT

The mission of the Division of Transit Services is to provide an effective mix of public transportation services in Montgomery County.

BUDGET OVERVIEW

The total recommended FY08 Operating Budget for the Division of Transit Services is \$118,017,510, an increase of \$4,002,680 or 3.5 percent from the FY07 Approved Budget of \$114,014,830. Personnel Costs comprise 44.2 percent of the budget for 794 full-time positions and 122 part-time positions for 765.4 workyears. Operating Expenses and Capital Outlay account for the remaining 55.8 percent of the FY08 budget.

The general obligation bond Debt Service for the Mass Transit Fund is appropriated in the Debt Service Fund and is not displayed in this section. To pay for the Debt Service, a transfer of funds from the Mass Transit Fund to the Debt Service Fund of \$2,328,860 is required.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

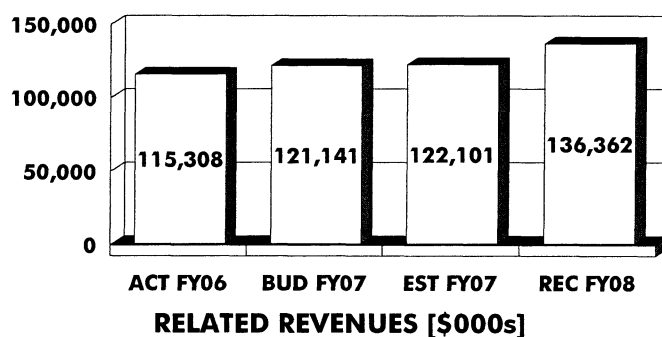
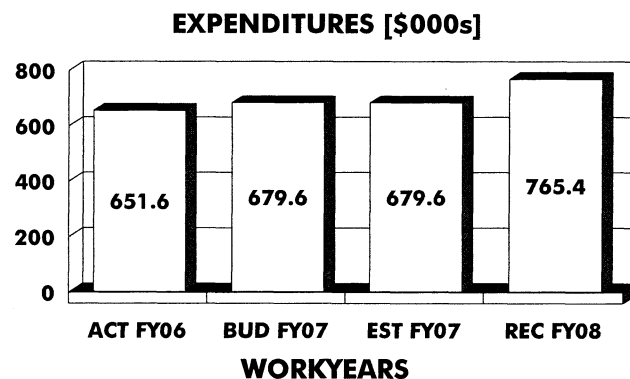
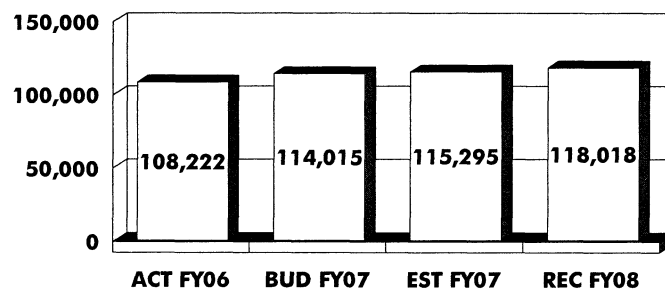
HIGHLIGHTS

- ❖ **Ride On ridership continues to grow. Ride On had 27.3 million passengers in FY06, an increase of 2.2 million over FY05. Ridership is projected to grow to 27.7 million in FY07 and 28.3 million in FY08.**
- ❖ **Enhance the quality, reliability, and safety of Ride On bus service. Beginning in March 2008, all Ride On bus service will be operated by County personnel and all buses will be maintained by the County.**
- ❖ **Purchase 27 full size clean diesel buses and 31 small diesel buses to replace Ride On buses that have reached the end of their useful lives.**
- ❖ **Expand the hours of free Ride On and Metrobus service for seniors and people with disabilities to all hours of operation beginning January 2008.**
- ❖ **Expand the Call 'N Ride program to allow more low income seniors and low income residents with disabilities to participate in the program by increasing the maximum annual income level from \$20,000 to \$25,000 beginning January 2008.**
- ❖ **Enhance the Call 'N Ride program by increasing the maximum monthly value of taxicab coupons from \$112 to \$120 per participant beginning January 2008.**
- ❖ **Expand the hours of the Connect-A-Ride Information Referral Service from 9am-3pm to 7am-7pm beginning July 2007.**

Program Summary

	Expenditures	WYs
Special Transportation Programs	7,646,730	8.9
Ride On	95,116,590	684.8
Commuter Services	5,511,730	15.5
Taxi Regulation	768,800	6.9
Customer Service	1,549,080	11.9
Transit Parking Facility Maintenance	311,930	1.1
Transit Operations Planning and Control	2,080,020	19.8
Passenger Facilities	930,590	3.1
Fixed Costs	1,727,620	0.7
Administration	2,374,420	12.7
Totals	118,017,510	765.4

Trends



❖ **Continue the College U-Pass Program which allows Montgomery College students to travel on Ride On buses free with their Montgomery College identification card.**

❖ **Continue the Kids Ride Free program which allows children, grade 12 and under, to use Ride On and Metrobus in Montgomery County free from 2pm to 7pm, Monday through Friday.**

PROGRAM CONTACTS

Contact Bill Selby of the Division of Transit Services at 240.777.5807 or Thomas Webster of the Office of Management and Budget at 240.777.2788 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Special Transportation Programs

Special Transportation Programs provide: transportation to and from Medicaid appointments for those eligible; a user-side subsidy program that provides travel options for low-income elderly and disabled; and information on all public transportation programs available to seniors and persons with disabilities.

FY08 Recommended Changes

- ❑ *Expand the Call 'N Ride program to allow more low income seniors and low income residents with disabilities to participate in the program by increasing the maximum annual income level from \$20,000 to \$25,000 beginning January 2008.*
- ❑ *Enhance the Call 'N Ride program by increasing the maximum monthly value of taxicab coupons from \$112 to \$120 per participant beginning January 2008.*
- ❑ *Expand the hours of the Connect-A-Ride Information Referral Service from 9am-3pm to 7am-7pm beginning July 2007.*

	Expenditures	WYs
FY07 Approved	6,835,310	8.9
FY08 CE Recommended	7,646,730	8.9

Ride On

Fixed-route bus service is provided by the Ride On system throughout the County. Ride On operates primarily in neighborhoods and provides a collector and distributor service to the major transfer points and transit centers in the County. Ride On supplements and coordinates with Metrobus and Metrorail service provided by the Washington Metropolitan Area Transit Authority. The Ride On transit program operates and manages more than 80 routes; maintains a strategic plan for replacement of the bus fleet; maintains the buildings and bus parking lots at the Silver Spring and Gaithersburg Operations Centers; trains new bus operators and provides continuing safety instruction for existing operators; coordinates activities with the Advanced Transportation Management Center; and operates Ride On's centralized radio system.

FY08 Recommended Changes

- ❑ *Enhance the quality, reliability, and safety of Ride On bus service. Beginning in March 2008, all Ride On bus service will be operated by County personnel and all buses will be maintained by the County.*
- ❑ *Purchase 27 full size clean diesel buses and 31 small diesel buses to replace Ride On buses that have reached the end of their useful lives.*
- ❑ *Expand the hours of free Ride On and Metrobus service for seniors and people with disabilities to all hours of operation beginning January 2008.*

	Expenditures	WYs
FY07 Approved	93,704,880	601.8
FY08 CE Recommended	95,116,590	684.8

Commuter Services

The Commuter Services program centralizes commuter services efforts and promotes transportation alternatives to the single occupant vehicle in Silver Spring, Bethesda, Wheaton, North Bethesda, Friendship Heights, and other areas of the County. The program provides efficient and coordinated administrative support for services to employers and employees or residents. It uses existing organizations, such as Urban Districts, as advisory organizations. The Silver Spring Transportation System Management District, the North Bethesda Transportation Management District (TMD), the Friendship Heights TMD, and the Bethesda TMD were created by County law. In Wheaton, efforts are focused on a transportation policy planning area.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	4,595,440	15.5
FY08 CE Recommended	5,511,730	15.5

Taxi Regulation

The Taxi Regulation program is responsible for issuance, enforcement, renewal, and management of passenger vehicle licenses and taxicab driver IDs. This program administers the taxicab regulation, licensing, and permit activities.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	699,270	6.9
FY08 CE Recommended	768,800	6.9

Customer Service

The Customer Service program operates the Transit Information Center (TIC) to provide bus route and rail information to the public. The TIC manages the distribution of transit timetables and responses to citizen inquiries. The program conducts marketing and promotional activities to reach potential riders and provides the public and employers with easier access to fare media to encourage ridership.

The Customer Service program also provides community outreach to civic and community groups, senior organizations and residential sites. This community outreach effort strives to inform citizens of programs and services for fixed routes and

services for seniors and persons with disabilities.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	1,571,500	11.9
FY08 CE Recommended	1,549,080	11.9

Transit Parking Facility Maintenance

The Transit Parking Facility Maintenance program funds the operation and maintenance of the Park & Ride and Commuter Rail Parking Lots as well as the Lakeforest and Germantown Transit Centers. The Division of Operations provides and manages the maintenance services at the Park & Ride and Commuter Rail lots as well as the Lakeforest Transit Center.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	281,270	1.1
FY08 CE Recommended	311,930	1.1

Transit Operations Planning and Control

The Transit Operations Planning and Control program provides comprehensive, coordinated, and integrated services to assure the County's transit needs are met. To accomplish this objective, the program plans and schedules Metrobus and Ride On service; evaluates and develops Ride On schedules; and coordinates bus service with the Washington Metropolitan Area Transit Authority.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	1,821,750	19.1
FY08 CE Recommended	2,080,020	19.8

Passenger Facilities

The Passenger Facilities program provides for the safe, comfortable, clean, and accessible entry for transit customers into the transit system. The program is responsible for supervising the construction and maintenance of bus shelters and the collection of the County's share of revenues generated through advertising sales, as provided under a 15-year franchise agreement. It is also responsible for the purchase, installation, maintenance and replacement of all equipment, including but not limited to bus benches, trash receptacles, transit information display units, bus stop passenger alert lights (beacons), and other passenger amenities. The program installs and maintains all system signage, including poles and bus stop flags.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	1,016,300	3.1
FY08 CE Recommended	930,590	3.1

Fixed Costs

The Fixed Costs program contains certain cost items that involve long-term funding commitments independent of the

annual scope of program costs. Fixed costs included in this category are utility payments and insurance. Casualty insurance for Ride On is provided through the Division of Risk Management. The costs are required or "fixed" based on the existence of the programs, but the actual amount is based on anticipated rates and the proposed size and scope of the related unit or program.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	1,765,220	0.4
FY08 CE Recommended	1,727,620	0.7

Administration

The Administration program provides general management, planning, supervision, and support for the Division. It performs financial management tasks, administers contracts, manages grants, provides personnel management functions, and provides Montgomery County's financial support to the Washington Suburban Transit Commission.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	1,723,890	10.9
FY08 CE Recommended	2,374,420	12.7

BUDGET SUMMARY

	Actual FY06	Budget FY07	Estimated FY07	Recommended FY08	% Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	29,959,795	32,157,570	33,152,750	37,338,420	16.1%
Employee Benefits	9,757,258	11,582,340	10,980,170	13,293,800	14.8%
Mass Transit Personnel Costs	39,717,053	43,739,910	44,132,920	50,632,220	15.8%
Operating Expenses	48,447,336	54,965,560	55,357,500	58,403,160	6.3%
Debt Service Other	2,290	0	0	0	—
Capital Outlay	2,245,348	6,944,950	6,940,950	577,310	-91.7%
Mass Transit Expenditures	90,412,027	105,650,420	106,431,370	109,612,690	3.8%
PERSONNEL					
Full-Time	568	589	589	778	32.1%
Part-Time	108	110	110	122	10.9%
Workyears	624.2	656.3	656.3	742.1	13.1%
REVENUES					
Montgomery College U-Pass	550,000	550,000	550,000	550,000	—
Investment Income	303,916	360,000	400,000	410,000	13.9%
Other	795,558	20,000	500,000	500,000	2400.0%
Property Tax	50,086,532	70,916,870	71,228,960	87,399,460	23.2%
State Aid: Smart Trip Card Implementation	0	2,300,000	2,300,000	0	—
State Aid: Ride On	30,228,724	22,092,540	22,092,540	22,092,540	—
State Aid: Rural Fixed Route	409,100	286,000	286,000	286,000	—
State Aid: Call 'N Ride	436,798	379,110	379,110	379,110	—
State Aid: MARC Shuttle	24,878	76,200	47,430	47,430	-37.8%
Bus Shelter Advertising	99,777	250,000	160,000	450,000	80.0%
Ride On Fare Revenue	12,588,023	13,126,790	12,625,260	13,073,230	-0.4%
Taxicab Licensing	289,588	391,050	550,670	325,100	-16.9%
Metro Police Parking Violations	265,197	400,000	300,000	300,000	-25.0%
North Bethesda TMD	925,066	985,920	985,920	985,920	—
Developer Contributions	356,545	160,260	350,000	350,000	118.4%
Get-In Revenue	25,985	51,700	51,700	51,700	—
Call 'N Ride & Same Day Access Revenue	362,634	429,800	429,800	756,800	76.1%
Mass Transit Revenues	97,748,321	112,776,240	113,237,390	127,957,290	13.5%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	1,087,423	1,140,460	1,140,460	1,158,960	1.6%
Employee Benefits	417,891	382,700	382,700	420,770	9.9%
Grant Fund MCG Personnel Costs	1,505,314	1,523,160	1,523,160	1,579,730	3.7%
Operating Expenses	2,747,010	2,518,560	3,017,533	2,502,400	-0.6%
Capital Outlay	13,557,169	4,322,690	4,322,690	4,322,690	—
Grant Fund MCG Expenditures	17,809,493	8,364,410	8,863,383	8,404,820	0.5%
PERSONNEL					
Full-Time	16	16	16	16	—
Part-Time	0	0	0	0	—
Workyears	27.4	23.3	23.3	23.3	—
REVENUES					
Access-To-Jobs	672,948	582,210	832,210	582,210	—
Bus Replacement Grant	8,023,647	2,740,000	2,740,000	2,740,000	—
CNG Bus Replacement Grant	1,650,000	0	0	0	—
COG Grant	151,400	151,400	151,400	151,400	—
Commuter Assistance: Ridesharing	307,070	372,070	437,070	372,070	—
Federal Capital Bus Grant	3,800,189	1,582,690	1,582,690	1,582,690	—
State Medicaid	2,870,906	2,936,040	3,120,013	2,976,450	1.4%
COG CNG Grant	83,333	0	0	0	—
Grant Fund MCG Revenues	17,559,493	8,364,410	8,863,383	8,404,820	0.5%
DEPARTMENT TOTALS					
Total Expenditures	108,221,520	114,014,830	115,294,753	118,017,510	3.5%
Total Full-Time Positions	584	605	605	794	31.2%
Total Part-Time Positions	108	110	110	122	10.9%
Total Workyears	651.6	679.6	679.6	765.4	12.6%

	Actual FY06	Budget FY07	Estimated FY07	Recommended FY08	% Chg Bud/Rec
Total Revenues	115,307,814	121,140,650	122,100,773	136,362,110	12.6%

FY08 RECOMMENDED CHANGES

	Expenditures	WYs
MASS TRANSIT		
FY07 ORIGINAL APPROPRIATION	105,650,420	656.3
<u>Changes (with service impacts)</u>		
Enhance: Senior Initiative - Expand the Call 'N Ride Program by Increasing the Maximum Annual Participant Income Level from \$20,000 to \$25,000, Beginning in January 2008 (Revenue Increase of \$327,000) [Special Transportation Programs]	677,000	0.0
Enhance: Senior Initiative - Extend the Hours of Free Ride On and Metrobus Service for Seniors and People with Disabilities to all Hours of Operation, Seven Days-a-Week Beginning in January 2008 [Ride On]	206,300	0.0
Enhance: Senior Initiative - Increase the Maximum Monthly Value of Call 'N Ride Program Taxicab Coupons from \$112 to \$120 per Participant, Beginning in January 2008 [Special Transportation Programs]	150,000	0.0
Enhance: Senior Initiative - Extend the Hours of Operation of the Connect-A-Ride Information Referral Service from 9am-3pm to 7am-7pm, Beginning July 2008 [Special Transportation Programs]	25,000	0.0
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Ride On Small Bus Service [Ride On]	4,568,430	69.0
Increase Cost: General Wage and Service Increment Adjustments	1,812,710	0.0
Increase Cost: Motor Pool Rate Adjustment	1,539,470	0.0
Increase Cost: Annualization of FY07 Personnel Costs	363,590	3.5
Increase Cost: Labor Contracts - Other	286,550	0.0
Increase Cost: Bethesda Transportation Solutions Grant to Operate the Bethesda Transportation Management District and the Bethesda Circulator [Commuter Services]	191,430	0.0
Increase Cost: Occupational Medical Adjustment	181,460	0.0
Increase Cost: Retirement Rate Adjustment	175,680	0.0
Increase Cost: Passenger Facility Program - Benches, Trash Cans, and Trash Collection [Passenger Facilities]	141,000	0.0
Increase Cost: SmartTrip Regional Software Agreement	135,120	0.0
Increase Cost: Kids Ride Free on Metrobus	100,000	0.0
Increase Cost: Risk Management Adjustment	99,990	0.0
Increase Cost: Annualization of FY07 Operating Expenses	93,200	0.0
Increase Cost: Annualization of FY07 Ride On Service Augmentation [Ride On]	82,730	12.1
Increase Cost: Charges from DPWT Division of Operations - North Bethesda Parking [Transit Parking Facility Maintenance]	63,800	0.0
Increase Cost: Ride On Bus Technology Equipment Maintenance and Parts [Ride On]	55,000	0.0
Increase Cost: Printing and Mail Adjustments	43,470	0.0
Increase Cost: Transportation Action Partnership Grant to Operate the North Bethesda Transportation Management District [Commuter Services]	36,500	0.0
Increase Cost: Charges from DPWT Division of Operations - Park & Ride Lots [Transit Parking Facility Maintenance]	30,660	0.0
Increase Cost: Friendship Heights Commuter Store Build Out [Commuter Services]	27,000	0.0
Increase Cost: Create Two Ride On Program Managers for Management of Ride On Bus Depots (Cost Partially Offset by Abolishment of Two Vacant Transit Coordinator Positions) [Ride On]	19,840	-0.4
Increase Cost: Charges from DPWT Division of Operations - Revenue Counting Room	5,540	0.0
Decrease Cost: Master Lease Payments [Ride On]	-11,110	0.0
Decrease Cost: Create Two New Information Technology Specialists to Support Transit Service's Information Technology Infrastructure (Cost Offset by Elimination of Contract for Bus Stop Database Management)	-46,820	1.6
Decrease Cost: Miscellaneous Operating Expenses	-100,000	0.0
Decrease Cost: Risk Management Adjustment	-167,100	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY07	-212,270	0.0
Decrease Cost: Group Insurance Rate Adjustment	-244,260	0.0
Decrease Cost: Ride On Bus Replacement - Purchase 27 Full Size Clean Diesel Buses and 31 Small Diesel Buses to Replace Buses Which Have Reached the End of Their Useful Lives (13 full size clean diesel and 31 small diesel buses will be debt financed)	-6,367,640	0.0
FY08 RECOMMENDED:	109,612,690	742.1

	Expenditures	WYs
GRANT FUND MCG		
FY07 ORIGINAL APPROPRIATION	8,364,410	23.3
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Medicaid Grant	40,410	0.0
FY08 RECOMMENDED:	8,404,820	23.3

FUTURE FISCAL IMPACTS

Title	CE REC. FY08	FY09	FY10	(FY11)	(FY12)	(FY13)
This table is intended to present significant future fiscal impacts of the department's programs.						
MASS TRANSIT						
Expenditures						
FY08 Recommended	109,613	109,613	109,613	109,613	109,613	109,613
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY08	0	70	70	70	70	70
New positions in the FY08 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY08	0	-48	-48	-48	-48	-48
Items approved for one-time funding in FY08, including bus technology equipment and the build out of the Friendship Heights Commuter Store, will be eliminated from the base in the outyears.						
Labor Contracts	0	2,181	4,361	4,551	4,551	4,551
These figures represent the annualization of service increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustments and service increments) for personnel are included for FY09 and beyond.						
Labor Contracts - Other	0	294	295	295	295	295
These figures represent other negotiated items included in the labor agreements.						
Call 'N Ride	0	477	477	477	477	477
Represents the annualization of FY08 enhancements to the Call 'N Ride program including expansion of the program to allow seniors and residents with disabilities with annual incomes between \$20,001 and \$25,000 to participate in the program and an \$8 increase to the maximum monthly value of the taxicab coupons, from \$112 to \$120. The projections are expenditures net of additional projected Call 'N Ride program revenue.						
Central Duplicating Deficit Recovery Charge	0	9	-1	-18	-18	-18
Departments will be assessed a per-employee charge to recover Central Duplicating's negative fund balance by the end of FY09.						
Maryland Transit Administration Management Audit	0	0	50	0	0	0
The Maryland Transit Administration Management Audit is required every four years.						
Master Lease Payments	0	0	-61	-662	-1,683	-1,882
Lease/purchase payments for two CNG buses, 12 gas-fueled buses, three CNG buses, five hybrid buses, and SmarTrip Fareboxes will end in FY10, FY10, FY11, FY11, and FY12, respectively.						
Ride On Bus Replacement	0	3,850	4,518	3,150	8,050	9,418
Represents the increased cost to replace Ride On buses which will have reached the end of their useful lives. Assumes replacement of 23 full size buses at the FY08 estimated price per bus. Also assumes the replacement of 4 small diesel buses in FY09, 12 small gas buses in FY10, 28 small diesel buses in FY12, and 28 small diesel buses in FY13. State and Federal capital bus grant amounts are assumed at the FY08 Recommended Budget level for FY09-13.						
Ride On Small Bus Service	0	-625	-625	-625	-625	-625
Represents the annualization of the costs of County operation of all Ride On bus service beginning in March 2008.						
Seniors and People with Disabilities Ride Free	0	413	413	413	413	413
Represents the annualization of the FY08 expansion of the Seniors and People with Disabilities Ride Free Program to all hours of Ride On and Metrobus operation beginning January 2008. The annualized cost of the program expansion includes \$206,330 of lost Ride On fare revenue and \$206,330 for estimated reimbursement to WMATA for lost Metrobus revenue.						
White Oak Transit Center	0	4	4	4	4	4
These figures represent the impacts on the Operating Budget (maintenance, utilities, staff) of projects included in the FY07-12 approved Capital Improvements Program.						
Subtotal Expenditures	109,613	116,237	119,067	117,220	121,099	122,268

PUBLIC WORKS AND TRANSPORTATION

Transit Services

PROGRAM: Commuter Services	PROGRAM ELEMENT:				
PROGRAM MISSION: To implement transportation systems that maximize commuter mobility and foster livable communities in each Transportation Policy Area					
COMMUNITY OUTCOMES SUPPORTED: <ul style="list-style-type: none">• Reduce traffic congestion• Encourage use of alternatives to single occupant vehicle travel• Reduce air and noise pollution, energy consumption, wilderness and farmland encroachment• Improve pedestrian and bicycle safety• Enhance economic development					
PROGRAM MEASURES	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 BUDGET	FY08 CE REC
<u>Outcomes/Results:</u>					
Employers that have adopted at least one TCM	2,109	1,992	2,171	2,250	2,330
Percentage of employees who are non-drivers in AM peak period:					
Bethesda Transportation Management District (TMD)	34	33	NA	34	34
Friendship Heights TMD	41	46	NA	42	42
North Bethesda TMD	NA	23	NA	25	25
Silver Spring TMD	47	47	NA	46	46
Wheaton Central Business District	NA	21	NA	18	18
<u>Service Quality:</u>					
Percentage of requests for service or information that:					
- Were handled courteously	99	99	99	99	99
- Were handled within 5 days	100	100	100	100	100
<u>Efficiency:</u>					
Average cost per actively participating employer (\$)	873	769	768	1,149	1,166
<u>Workload/Outputs:</u>					
Employers actively participating	3,845	3,794	3,765	4,000	4,150
Pool/transit matchlists sent, followup, and other commuter information sent	12,836	15,676	13,750	14,000	15,000
Employer transportation plans developed	249	361	416	440	490
Fare media sold at commuter store (\$)	777,485	730,500	727,317	650,000	700,000
Employer outreach activities (total)	5,004	5,390	5,751	5,800	5,800
<u>Inputs:</u>					
Expenditures (\$000)	3,358	2,916	2,891	4,595	4,839
Workyears (positions)	14.4	15.5	15.5	15.5	15.5

PUBLIC WORKS AND TRANSPORTATION

Transit Services

PROGRAM: Ride On	PROGRAM ELEMENT:				
PROGRAM MISSION: To provide timely, safe, efficient Ride On bus service to bus passengers					
COMMUNITY OUTCOMES SUPPORTED: • Reduced traffic congestion • Improved accessibility to employment and retail centers • Improved mobility for those with limited transportation options					
PROGRAM MEASURES	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 BUDGET	FY08 CE REC
<u>Outcomes/Results:</u>					
Passengers transported (000)	23,198	25,134	27,294	27,703	28,301
Accidents per 100,000 miles	4.31	4.02	4.33	4.50	4.50
Percentage of the fleet environmental friendly	16	16	28	32	38
<u>Service Quality:</u>					
Customer complaints per 100,000 passengers	10.6	12.6	10.8	11.0	10.8
Percentage on-time performance	83.0	81.8	82.2	85.0	85.0
<u>Efficiency:</u>					
Cost per hour of service (\$)	65.99	69.20	72.67	73.74	80.45
Cost per passenger (\$)	2.68	2.74	2.78	2.87	3.11
<u>Workload/Outputs:</u>					
Hours of bus service (000)	942	995	1,044	1,079	1,095
<u>Inputs:</u>					
Expenditures - direct operating (\$000)	62,165	68,855	75,872	79,561	88,091
Workyears	549.4	562.8	567.3	592.4	676.2